ISG Provider Lens™

Salesforce Ecosystem Partners

Implementation & Integration Services

U.S. 2020

Quadrant Report

A research report comparing provider strengths, challenges and competetive differentiators.

April 2020

Customized report courtesy of:

Infosys®

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The research and analysis presented in this report includes research from the ISG Provider Lens™ program, ongoing ISG Research programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of February 2020 for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

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EXECUTIVE SUMMARY

The Salesforce Ecosystem and Its Structure

Since the company was founded in 1999, Salesforce has shown significant growth and is currently the world's leading provider of cloud-based customer relationship management (CRM) functionality as a service (SaaS). From the outset, the company has been focused on agile implementation and a high level of standardization, which, in turn, compels it to issue frequent application updates. Furthermore, this helps clients complete rapid implementations that can start with limited functional scope and be enhanced over time. Meanwhile, the continuous updates on the software has led to a variety of products being offered. Starting with Sales Cloud and Service Cloud, that are undoubtedly the most mature products, the Salesforce portfolio encompasses numerous other products. Some of these products, such as Community Cloud or the Commerce Cloud, are focused on specific functionalities, while others, such as Financial Services Cloud or the Health Cloud, are focused on particular industries.

For the implementation and operation of Salesforce-based applications, most companies have to solicit the capabilities of service providers because they often do not have sufficient in-house knowledge or capacity. While selecting an appropriate provider, it's important to consider that the complexity of the underlying application system landscape tends to increase with the size of the company. An additional dimension to this complexity appears when real global system design and rollout are required. Hence, in most cases, large enterprise customers prefer providers that have strong integration capabilities and are working on a global scale, using, for example, major system integrators. Frequently this goes alongside the need to consolidate multiple isolated Salesforce instances that have already been growing over a period of time, primarily driven by the businesses themselves without the involvement of respective IT divisions. And finally, providers in this field need to offer appropriate capabilities in other common software packages. All of this leads, in contrast to the pure agile approaches that were applied in most early Salesforce projects, to an implementation methodology that is a combination of agile elements for the implementation phases with phase-oriented elements in terms of strategy, design and rollout. The common term for this approach is hybrid agile.

The pure agile approaches are suitable for small and midsize companies with limited global presence or for those cases where an implementation is required within a global company's subsidiaries that have limited scope. For this segment, integration and consolidation is not as important as for the large companies with a global presence and that require major system integrators. In this case, midsize service providers that focus on Salesforce only and on agile implementations have an important share of the market. These providers are often referred to as boutique providers.

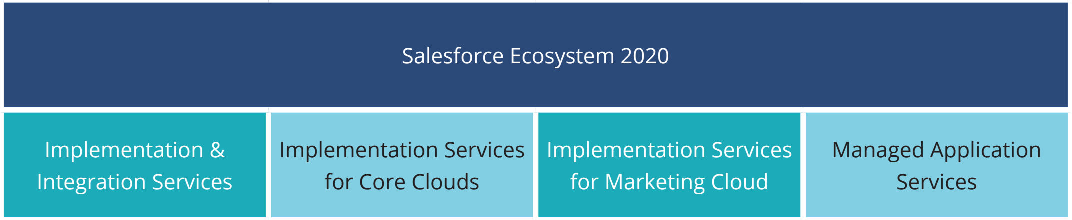
Within this report, the two main categories of providers explained above are to a large extent associated with different quadrants (see the description in the introduction section below).

Another important trend in the Salesforce ecosystem, in the recent years, is ongoing consolidation. This is primarily reflected in the various acquisitions that took place with large system integrators in the U.S. market acquiring boutique providers. One important reason for this trend is the need among system integrators for fast growth of their own workforce to meet the increasing demand for a myriad of services. In addition, the system integrators enrich their methodologies by bringing in the agile mindset that is characteristic of most boutique providers. However, it is a challenge to merge the two different cultures within one organization, which is indicated by the fact that, in many cases, the acquired companies continue to operate under their own labels and are not integrated into the acquirer's company.

For all providers, irrespective of them being system integrators or boutique providers, a strong network of partnerships with independent software vendors (ISVs) within the Salesforce ecosystem is highly important. The primary reason for this is that industry-specific requirements or extended requirements for particular functions, such as configure-price-quote (CPQ), quite often, go beyond the standardized scope of Salesforce products alone. Hence, if services providers want to cover these bases by implementing reusable solutions, instead of individual products, they need to utilize the offerings of the ISVs. These solutions are usually offered as independent products with separate licensing models that need to be considered when assessing the potential costs of a Salesforce-based application. Salesforce runs a specific web-based store for these solutions, called AppExchange Store, that provides comprehensive information about ISVs and their products (usually called apps). Salesforce ensures that the apps meet basic software quality measures, maintenance cycles and compatibility with Salesforce products, among other requirements.

Introduction

Simplified illustration



Source: ISG 2020

Definition

The Salesforce Ecosystem study examines various offerings around the Salesforce platform. It analyzes providers that act as implementation partners for Salesforce and design, configure and implement solutions for clients using this platform. Within this group, a distinction has been made between providers that, apart from Salesforce-related knowledge, are also capable of integrating Salesforce-based solutions into major system landscapes (system integrators) and the providers that specialize in the implementation of Salesforce. Furthermore, the study analyzes providers that offer services to support customers in the operation of the implemented Salesforce solutions (managed application services).

Definition (cont.)

The ISG Provider Lens™ study offers the following to the IT-decision makers:

- Transparency in the strengths and weaknesses of relevant providers
- A clear picture of the differentiated positioning of providers by segments
- A focus on different markets, including the U.S., Germany and Brazil.

Our study serves as the foundation for important decision-making based on positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also leverage information from these reports to evaluate current vendor relationships and potential engagements.

Scope of the Report

This study examines various offerings around the Salesforce platform for the U.S. market. It covers four distinct market segments evaluating the most significant service providers and primary Salesforce partners registered in the Salesforce AppExchange portal.

The Implementation and Integration Services quadrant addresses the providers offering implementation services for Salesforce applications as well as the integration of these applications with major standard software solutions that are usually a part of the sophisticated system landscape of large enterprise customers operating globally. These services include consulting, configuration and implementation of respective applications for a client, integration within a customer’s system landscape, data migration and go-live support.

Definition (cont.)

The Implementation Services for Core Clouds quadrant encompasses providers that are highly specialized in Salesforce sales, service and commerce cloud and take an agile approach for implementation. An important aspect of the service provided revolves around consulting on the redesign of processes while using Salesforce applications. These providers are best suited for projects that do not have major integration needs, and typically involve medium-size and small customers.

The Implementation Services for Marketing Cloud quadrant includes providers that are highly specialized in this specific Salesforce product. In addition, the providers included in this quadrant possess deep knowledge of marketing-specific aspects such as the use of media and multi-channel approaches for information gathering, customer experience and digital customer journey optimization. In this specific context of marketing, the need for real-time integration into a sophisticated system landscape is limited.

The Managed Application Services quadrant covers providers with the capability to offer managed services for maintenance and support functions that include monitoring, remote support, centralized management of Salesforce applications, data quality management, data security and compliance-related aspects.

The following evaluation criteria apply to all the segments:

- Technology competency
- Delivery capabilities
- Use cases
- Unique differentiators
- Economic stability
- Market position

The three implementation-oriented segments are additionally based on the following criteria:

- Predefined solutions, accelerators and templates
- Partnerships

The following additional criteria are applicable for the operational support services segment:

- Maturity of delivery and contract models
- Experience with support for Salesforce-based applications
- Broad customer base

Provider Classifications

The ISG Provider Lens™ quadrants were created using an evaluation matrix containing four segments, where the providers are positioned accordingly.

Leader

The "leaders" among the vendors/ providers have a highly attractive product and service offering and a very strong market and competitive position; they fulfill all requirements for successful market cultivation. They can be regarded as opinion leaders, providing strategic impulses to the market. They also ensure innovative strength and stability.

Product Challenger

The "product challengers" offer a product and service portfolio that provides an above-average coverage of corporate requirements, but are not able to provide the same resources and strengths as the leaders regarding the individual market cultivation categories. Often, this is due to the respective vendor's size or their weak footprint within the respective target segment.

Market Challenger

"Market challengers" are also very competitive, but there is still significant portfolio potential and they clearly lag behind the "leaders." Often, the market challengers are established vendors that are somewhat slow to address new trends, due to their size and company structure, and have therefore still some potential to optimize their portfolio and increase their attractiveness.

Contender

"Contenders" are still lacking mature products and services or sufficient depth and breadth of their offering, while also showing some strengths and improvement potentials in their market cultivation efforts. These vendors are often generalists or niche players.

Provider Classifications (cont.)

Each ISG Provider Lens™ quadrant may include a service provider(s) who ISG believes has a strong potential to move into the leader's quadrant.

Rising Star

Rising stars are mostly product challengers with high future potential. When receiving the "rising stars" award, such companies have a promising portfolio, including the required roadmap and an adequate focus on key market trends and customer requirements. Also, the "rising stars" has an excellent management and understanding of the local market. This award is only given to vendors or service providers that have made extreme progress towards their goals within the last 12 months and are on a good way to reach the leader quadrant within the next 12-24 months, due to their above-average impact and innovative strength.

Not In

This service provider or vendor was not included in this quadrant as ISG could not obtain enough information to position them. This omission does not imply that the service provider or vendor does not provide this service.

Salesforce Ecosystem Partners - Quadrant Provider Listing 1 of 3

	Implementation and Integration Services	Implementation Services for Core Clouds	Implementation Services for Marketing Cloud	Managed Application Services
7Summits	Not In	Product Challenger	Not In	Not In
Accenture	Leader	Not In	Not In	Leader
Acumen Solutions	Not In	Leader	Leader	Not In
Appirio	Market Challenger	Leader	Market Challenger	Leader
Atos	Contender	Not In	Not In	Product Challenger
Birlasoft	Product Challenger	Rising Star	Not In	Product Challenger
Bluewolf	Product Challenger	Leader	Leader	Not In
Capgemini	Leader	Not In	Not In	Leader
CGI	Contender	Not In	Not In	Contender
Cloudity	Not In	Contender	Not In	Not In
Coastal Cloud	Not In	Product Challenger	Product Challenger	Not In
Cognizant	Leader	Not In	Not In	Leader

Salesforce Ecosystem Partners - Quadrant Provider Listing 2 of 3

	Implementation and Integration Services	Implementation Services for Core Clouds	Implementation Services for Marketing Cloud	Managed Application Services
DEG, an Isobar Company	Not In	Not In	Leader	Not In
Deloitte	Leader	Not In	Not In	Not In
EPAM	Contender	Market Challenger	Not In	Contender
Fujitsu	Market Challenger	Not In	Not In	Not In
Globant	Contender	Not In	Not In	Not In
HCL	Product Challenger	Not In	Not In	Leader
Hexaware	Not In	Rising Star	Not In	Product Challenger
Huron	Not In	Contender	Contender	Contender
Infosys	Leader	Not In	Not In	Leader
LTI	Product Challenger	Not In	Not In	Rising Star
Magnet360	Product Challenger	Leader	Leader	Leader
NTT DATA	Leader	Not In	Not In	Leader

Salesforce Ecosystem Partners - Quadrant Provider Listing 3 of 3

	Implementation and Integration Services	Implementation Services for Core Clouds	Implementation Services for Marketing Cloud	Managed Application Services
OSF Digital	Not In	Not In	Product Challenger	Not In
Perficient	Contender	Product Challenger	Not In	Not In
Persistent	Not In	Leader	Product Challenger	Product Challenger
Polsource	Not In	Product Challenger	Product Challenger	Product Challenger
PwC	Leader	Not In	Not In	Not In
Relation Edge	Not In	Contender	Not In	Not In
Silverline	Not In	Product Challenger	Contender	Not In
Slalom	Product Challenger	Leader	Leader	Not In
TCS	Leader	Not In	Not In	Leader
Tech Mahindra	Product Challenger	Not In	Not In	Market Challenger
Traction on Demand	Not In	Leader	Product Challenger	Product Challenger
Zensar	Not In	Product Challenger	Not In	Product Challenger

Salesforce Ecosystem Partners Quadrants

SALESFORCE IMPLEMENTATION AND INTEGRATION SERVICES

This report is relevant to enterprises across all industries in the U.S. for evaluating service providers of Salesforce implementation and integration services.

In this quadrant report, ISG lays out the current market positioning of Salesforce implementation and integration services providers in the U.S., and how they address the key challenges enterprises face in the region. Over the past few years, Salesforce has augmented its product strategy to extend beyond customer relationship management (CRM) applications into related applications, development, integration, and reporting. ISG observes a demand among enterprises for Salesforce implementation and integration services that facilitate the adoption and consumption of Salesforce's cloud solutions and peripheral tools. These service providers also address non-Salesforce systems and services in enterprises, which also need to be integrated into the Salesforce ecosystem.

In the U.S., which is a mature Salesforce market compared to other regions, the complexity of an enterprise's underlying application system landscape tends to increase significantly with the size of the enterprise. An additional complexity dimension appears with a global system deployment. As a result, in most cases, large enterprises prefer providers that have strong integration capabilities and are acting on a global scale by themselves. Most large enterprises have a mix of applications, including Salesforce, SAP, Oracle, Microsoft, homegrown applications and others. This mix means enterprises should not only look into a service provider's capabilities with Salesforce but also with other environments.

Marketing and sales leaders should read this report to understand the relative positioning and capabilities of service partners that can help them effectively implement Salesforce Marketing and Sales clouds and Heroku among others, with the necessary integrations to related systems and analysis solutions.

Field services managers should read this report to understand how service providers implement and expand the uses of the Salesforce Service Cloud to better manage field service operations.

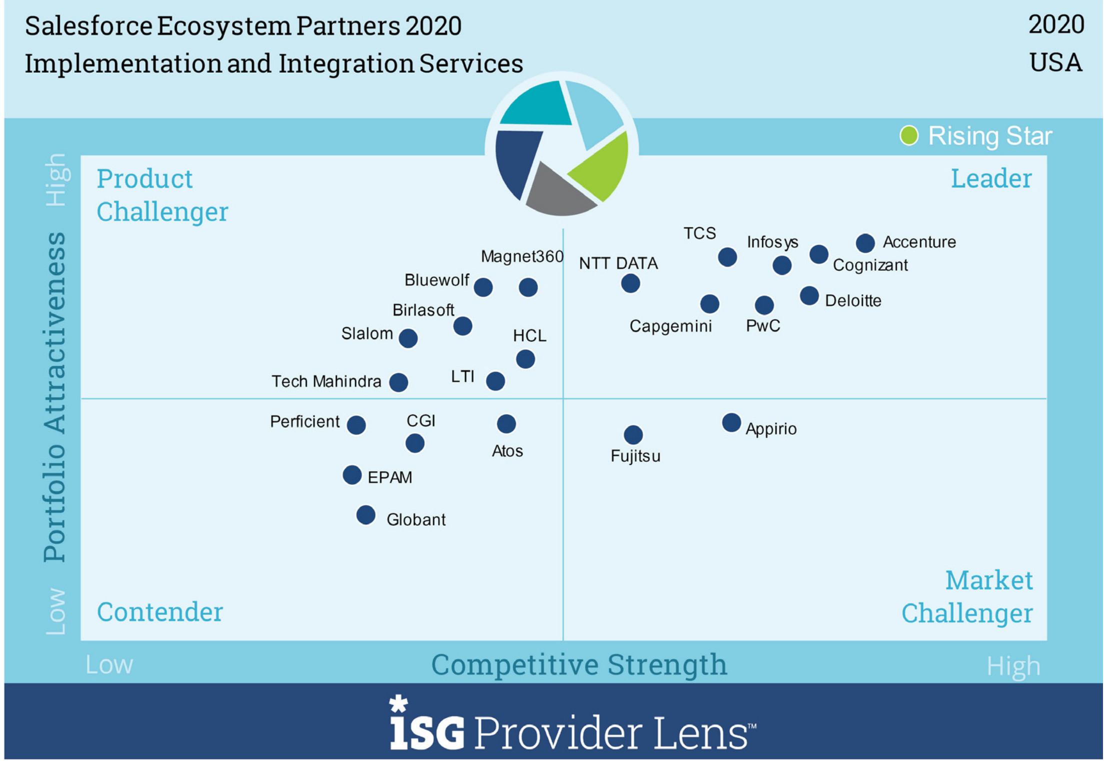
IT and technology leaders should read this report to understand the relative positioning and capabilities of providers that can help them effectively consume services from Salesforce clouds, integrations and analysis solutions. The report also shows how service provider technical capabilities compare with the rest in the market.

Security and data professionals should read this report to understand how providers comply with the U.S. security and data protection laws in their Salesforce implementation and integration practices and how they compare to one another.

IMPLEMENTATION AND INTEGRATION SERVICES

Definition

This segment addresses the providers of implementation services for Salesforce applications as well as their integration with other major software solutions that are usually part of the sophisticated system landscapes of large and globally operating enterprise customers. These services include consulting, configuration and implementation of the respective applications for the client, integration within the client´s system landscape, data migration and go-live support.



Source: ISG Research 2020

IMPLEMENTATION AND INTEGRATION SERVICES

Eligibility Criteria

The important criteria used in the evaluation are:

- Technological competency in sales cloud, service cloud, marketing cloud and Einstein Analytics
- Innovation portfolio attractiveness
- Accelerators and productivity solutions
- Capabilities for integration within sophisticated system landscapes
- Unique capabilities and differentiators
- Execution capabilities/Workforce
- Broad client base
- Partnership with Salesforce/Certifications

Observations

- In this segment, integration and consolidation are the main requirements, hence, the system integrators have a rather significant position in this market.
- A few other providers that are not typical system integrators, but have a significant size, can also play an important role in this segment due to their strong multi-cloud and consolidation capabilities. Since the U.S. is the home market of Salesforce, the number of providers that meet these characteristics is relatively high, compared with other regions, and many of these providers usually employ hundreds of Salesforce-certified consultants. Nevertheless, potential customers need to be aware that for cases where integration with other major software packages or the ability to support global rollouts on a large scale are key requirements, theses providers may not be the first choice, despite their expertise in Salesforce. The customer should have an alternative for this task, either with own resources or by considering additional services from another provider.

IMPLEMENTATION AND INTEGRATION SERVICES

Observations (cont.)

- Overall, all the leading providers in this segment exhibit broad knowledge across the entire Salesforce portfolio, including the use of the Salesforce development platform and have analytics capabilities (Einstein). Most of the providers also maintain a broad network of partnerships with ISVs, with additional products from the Salesforce ecosystem, for requirements that go beyond the standard features of Salesforce.

The following providers have been identified as Leaders in this segment: Accenture, Capgemini, Cognizant, Deloitte, Infosys, NTT Data, Pricewaterhouse Coopers (PwC) and Tata Consultancy Services (TCS).

- **Accenture** has a unique position in the market, which is reflected in its large global workforce, extensive experience and its portfolio of numerous predefined solutions that cover technical and project execution aspects as well as industry specific solutions.
- **Capgemini** has a rich experience with CRM in general, and Salesforce in particular, and can cover integration with other major software packages. The functional expertise of the company is complemented by deep knowledge of industry specifics. The company offers a highly scalable and flexible delivery model that is particularly suitable for large enterprise clients.
- **Cognizant** has functional expertise and strong capabilities related to various industries, with particular focus on healthcare. The company has developed a strong partnership with Salesforce over a longer period of time. The partnership, for instance, includes provisioning support services on behalf of Salesforce as well as joint talent development.
- **Deloitte** has a large global Salesforce practice with the U.S. as its most important market. The company's portfolio includes numerous predefined solutions for specific functionalities and various industry-specific solutions.
- **Infosys** has, within its geographical scope, a specific focus on the U.S. as key market. Apart from provisioning a comprehensive development environment for Salesforce implementations, the company's portfolio includes a strong set of advanced industry-specific solutions for industries such as automotive and healthcare.

IMPLEMENTATION AND INTEGRATION SERVICES

Observations (cont.)

- **NTT Data** has a strong Salesforce-related portfolio covering productivity-oriented solutions as well as industry specific functionalities. The company provides a sophisticated delivery model with a relatively high share of nearshore resources. The U.S. is a key market for NTT Data.
- **PwC** has a strong Salesforce-related portfolio, with particular focus on combining technology with business process transformation. The company offers several industry-specific solutions, with healthcare as the primary focus.
- **TCS** has the capability to conduct Salesforce implementations for large enterprises that require integration with a complex and often hybrid system landscape. Besides the strong offshore component, the delivery model is clearly focused on strengthening onshore presence in the U.S.

INFOSYS

Overview

Infosys provides consulting and technology services globally. The company's services include architecture definition, agile implementations, global rollout execution, ecosystem integration, platform-based application modernization and support services. It was founded in 1981 and is headquartered in Bengaluru, India. Infosys has Salesforce deployment experience across industry verticals and has additional expertise with numerous ISV solution offerings based on the Salesforce platform. The company is the Platinum Partner of Salesforce and has more than 3,900 Salesforce-dedicated resources, of which more than 1,880 are certified.

Strengths

Delivery model formula: Infosys operates as a global delivery organization with several delivery centers in the U.S. that offer a mix of onshore and offshore resources contributing to cost-efficient project execution. In the recent years, Infosys has achieved strong growth in Salesforce-related market segments.

Migration expertise: Infosys focuses on legacy to Salesforce migration to help clients achieve application rationalization alongside modernization of various platforms to integrate with the Salesforce platform. Another powerful tool in this context is the Sandbox Manager, which supports the parallel management of several Salesforce instances.

Industry-specific offerings: Infosys has several industry-specific solutions encompassing industries such as automotive and healthcare. For example, the Smart Field Service Manager is specifically designed for the needs of the high tech industry.

Strong functional accelerators/solutions: With standardized solution packages, the company covers the integration of Salesforce-based solutions with complex IT environments. Particularly for sales cloud, the company's portfolio includes a comprehensive pre-configured template for cross-industry use. In the context of service cloud, Infosys offers several solutions, including a field service platform (connected devices, mobile experience, field service automation) and HR case management.

Caution

The company's global delivery model is ideal for large companies, while a higher onshore presence may be required for medium-size companies, however the company is trying to bridge this gap with acquisitions (SIMPLUS and FLUIDO).

Infosys has strong focus on technology and tools, while its business process transformation capability needs to be strengthened.

2020 ISG Provider Lens™ Leader

Infosys is a capable provider of Salesforce-related services with powerful industry solutions and productivity tools supported by a global delivery model.

Methodology

METHODOLOGY

The research study "ISG Provider Lens™ 2020 – Salesforce Ecosystem Partners" analyzes the relevant software vendors/service providers in the US market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology. The study was divided into the following steps:

1. Definition of Salesforce Ecosystem Partners market
2. Use of questionnaire-based surveys of service providers/vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities & use cases
4. Leverage ISG's internal databases & advisor knowledge & experience (wherever applicable)
5. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
6. Use of the following key evaluation criteria:
   - Strategy & vision
   - Innovation
   - Brand awareness and presence in the market
   - Sales and partner landscape
   - Breadth and depth of portfolio of services offered
   - Technology advancements

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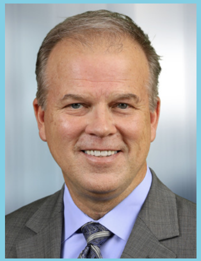
Mr. Suletzki relies on a deep understanding of core business processes and in-depth know-how of IT management. He has more than 30 years of experience as Senior IT Manager, Senior Project Manager and – at the beginning of his career – as IT consultant. His main areas of expertise comprise IT application management, IT architecture, data modelling as well as IT sourcing strategy and execution

On behalf of ISG he conducts studies within the framework of ISG Provider Lens and takes on client projects with definition of IT strategy and the resulting sourcing decisions.

Before becoming an independent consultant, Rainer worked more than 30 years for a global German Life Science corporation.

Rainer holds graduate degrees in Economics and Computer Sciences.

Authors and Editors



Jan Erik Aase, Editor

Director

Jan Erik Aase is a director and principal analyst for ISG. He has more than 35 years of collective experience as an enterprise client, services provider, ISG advisor and analyst. Jan Erik has overall accountability for the ISG Provider Lens™ reports, including both the buyer-centric Archetype reports and the Quadrant reports focused on provider strengths and portfolio attractiveness. He sets the research agenda and ensures the quality and consistency of the Provider Lens™ team.

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